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reporting should be reduced, e.g., from monthly to quarterly during the conversion period. SRB maintains a master library of current reports, and requesting components should be asked to cancel their existing requirements wherever possible and to use the reports in the SRB library or to make Xerox copies of them at their own expense.

Position Management and Compensation Division

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23. The Position Management and Compensation Division (PMCD) has a T/O of [REDACTED]. The division is made up of two branches, Intelligence & Support, and Scientific & Clandestine Service.

24. The division is charged with responsibilities under the following regulations:

"The Agency will conduct a continuing program of manpower resources management which will assure maximum efficiency and economy in the use of manpower consistent with the Agency's assigned missions and responsibilities" [REDACTED]

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"In setting up occupational categories and pay levels for Agency positions it is Agency policy to follow the concepts and principles of the Classification Act of 1949, as amended, as a means for establishing effective internal position alignment, maintaining reasonable comparability with other Government agencies, and simplifying adjustments to conform to Federal salary changes and employment benefits. Overall objectives are to maintain an Agency staffing pattern which will attract and retain highly qualified and competent employees and which will reflect the characteristics of Agency employment, and to provide an effective means of controlling expenditures for personal services" [REDACTED].

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25. The organization and control of manpower is of course, one of the most basic of management responsibilities. The Agency operates under a staff manpower ceiling as established by the Congress and the Office of Management and Budget. Each component in the Agency is assigned a staffing complement which identifies the positions to which personnel will be assigned to carry out its assigned missions and functions. Additionally, each career service is assigned a Career Service Grade Authorization which controls the maximum number of personnel authorized at each General Schedule grade level. These organizational and manpower controls are built on the basic framework of the Table of Organization (T/O).

26. The T/O of the Agency and the staff manpower ceiling theoretically should be the same numerical figure. In practice this seldom occurs, but there is a continuing effort toward that goal. The T/O reflects not only numbers but also position classifications (job titles) and GS grade levels. All three are vital in controlling manpower utilization.

27. Two items of the T/O, numbers of positions and associated grades, form the framework against which personnel resources are funded. Both require accurate and up-to-date job descriptions to be realistic figures. To the extent that either is badly out of date, higher management levels are deprived of a valuable source of information on the state of the Agency.

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28. On a day-to-day basis, the Office of Personnel is involved in authenticating and issuing staffing complements and revisions, assuring that components adhere to ceiling restrictions, monitoring entrance on duty and transfers of personnel, approving temporary overstrength situations, evaluating proposals to establish or change the number of supergrade and SPS positions, developing and authenticating the career service grade average, and assuring compliance by the components. In performing these tasks it works closely with PPB and the Executive Director-Comptroller. The thrust of these functions is one of liaison and monitoring. However, in the area of position evaluation the Office of Personnel is solely responsible. It is required to assure top management that the positions in the component's staffing complements are accurately evaluated as to occupational category, position description, and pay level. We find a serious short-fall in this specifically assigned function in the Office of Personnel.

29. The Position Management and Compensation Division's primary assignment is position evaluation. The record shows that a disturbing proportion of the Agency is not covered with currently adequate position evaluations. While the record for individual positions evaluated is fairly impressive [REDACTED] classified in FY-70), the number of components surveyed is not.

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Position Surveys by Components

	<u>Number of Components</u>	<u>Maintenance Rate (yrs.)</u>	<u>Maximum Spread (yrs.)</u>	<u>% of Position Descriptions Completed</u>
DCI	5	8.2	3-15	75
DDS	10	7.4	0-14	80.5
DDP	14	3.9	1-10*	50
DDI	10	8.9	1-16	80
DD/S&T	8	3.6	0-10	31.25
Agency	47	6.1	0-16*	63.35

As can readily be seen, the average component survey is being performed on something like a six-year rather than a three-year cycle, which we believe to be desirable. Coverage is erratic with ten components lacking a survey within the past ten years. Approximately one-third of the total positions in the Agency lack a position description. These records reflect a passive reaction on the part of the Office of Personnel to an assigned responsibility. The office has permitted the manpower resources of PMCD to shrink to the point where the division devotes only 34 percent (FY-70) of its manhours to position surveys and individual actions. The rest of the time is spent in reviewing

*Two components have never been surveyed.

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staffing complements, reacting to grade change requests, preparing planning papers, and making pay adjustments. These latter assignments acquire priority and component position evaluations receive only minimal attention. This situation has been permitted to develop over the past 6-8 years as the division has come to operate on a "brush-fire" approach. The line components that make the most urgent requests for reorganization or position reclassification receive the attention of the all-too-limited resources.

30. The utility of component surveys, in contrast to spot or individual position surveys, is that only through this approach can a meaningful audit be made of the total manpower utilization within a component. A thorough and comprehensive component audit assures management of (1) the proper mix between professionals and clericals, (2) accurate descriptions of each position and occupational category with unique insight into workload and productivity aspects, (3) proper designation of limited and flexible positions relationship, and (4) the correct General Services grade level for each position.

31. In our survey we found PMCD ill-equipped in relation to its total assigned responsibilities. In recent years, the division has lost some of its initiative and has assumed a somewhat passive attitude toward accomplishing its total mission. At the same time we acknowledge the devotion and hard work of the individual members of the division. The Agency uses more than 750 occupational categories and

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has its full share of complex staffing patterns. These employees have devoted their best talents to maintaining accurate job descriptions, average grade ceilings, and proper pay levels. Their technical skills are not questioned.

32. The present situation calls for positive action on the part of the Office of Personnel. From a high point of over [redacted] positions in 1959, the late 1950s, the division has been curtailed to its present T/O of

[redacted] We believe it to be seriously understaffed. The Deputy for Plans and Control estimates that a staff of [redacted] persons is required to adequately perform the total assigned responsibilities. The T/O of the division should be increased to the point where it can carry on its monitoring responsibilities and conduct detailed component position surveys on the three-year schedule.

33. A careful evaluation of the personnel assignments in the division is also in order. Many of the present incumbents are approaching retirement in the next several years. Although CIs have moved in and out of the division, the main staff of professional classifiers has remained static. An organized rotation plan for senior classifiers has been lacking and should be instituted. A review at this time should develop a rotational plan (6-8 years) and schedule the introduction of new blood at all levels in the division. Pending retirements coupled with a slight expansion of the T/O should permit these objectives to be accomplished.

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Recommendation No. 15

That the Office of Personnel:

- a. Review the manpower resources needed by PMCD to carry out its full mission and responsibility and adjust the T/O of PMCD accordingly,
- b. Develop a rotational plan for professional position classifiers, and
- c. Assign well qualified young personnel officers to the division.

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